BUDGET 2006

Ministry of
Tourism, Sport
and the Arts

2006/07 – 2008/09
SERVICE PLAN

BRITISH
COLUMBIA

www.gov.bc.ca

Library and Archives Canada Cataloguing in Publication Data
British Columbia. Ministry of Tourism, Sport and the Arts.
Service plan. — 2005/06/2007/08–

Annual.
Updates in part: British Columbia. Ministry of Small Business and Economic Development. Service plan. ISSN 1710-1913
ISSN 1718-195X = Service plan (British Columbia. Ministry of Tourism, Sport and the Arts)

1. British Columbia. Ministry of Tourism, Sport and the Arts – Periodicals. 2. Tourism – Government policy – British Columbia – Periodicals. 3. Sports and state – British Columbia – Periodicals. 4. Art and state – British Columbia – Periodicals. I. Title. II. Title: British Columbia. Ministry of Tourism, Sport and the Arts ... service plan.

G155.C3B74 353.7'0971'05 C2005-960273-2

Ministry of Tourism, Sport and the Arts contact:

PO BOX 9806,
STN PROV GOVT
VICTORIA, BC
V8W 9W1

or visit our website at
http://www.gov.bc.ca/tsa

Published by the Ministry of Tourism, Sport and the Arts

Message from the Minister and Accountability Statement

The 2006/07 - 2008/09 Service Plan is a comprehensive strategy for moving forward to maximize the social and economic benefits of three important sectors of our provincial economy: tourism, sport and the arts. The plan also outlines how the ministry will support the Government of British Columbia's Five Great Goals and strategic cross ministry initiatives.

Our government has already doubled tourism marketing funds, enhanced BC Arts Council funding, and contributed to the expansion of the Vancouver Convention and Exhibition Centre. This initiative alone is expected to boost our provincial economy by $107 million annually. Clearly, we have already begun to lay a strong foundation for growth in an ever-changing global environment.

The 2006/07 - 2008/09 Service Plan sets out several important initiatives to enhance tourism, including implementation of a cross ministry Charter for Tourism Growth, and long term planning to leverage the benefits of hosting the 2010 Olympic and Paralympic Winter Games. With focused investment and a comprehensive plan, we can take concerted actions to lay the foundation for industry to double tourism revenues by 2015.

We will work closely with our province's First Nations, the Ministry of Aboriginal Relations and Reconciliation and other agencies to lay out new opportunities for First Nations in tourism, sport, resorts, recreation, arts and culture.

We will also plan for BC2008 — a celebration to commemorate the 150th anniversary of the founding of the colony of British Columbia. This series of province-wide events and programs will provide not only a focus for enhanced tourism but also will create new opportunities for our Aboriginal people to share their history and role in the development of our province.

We will continue the work of implementing the British Columbia Resort Strategy and Action Plan. We will remove obstacles and barriers to development by improving policies and coordinating processes with local governments. This will support and foster new investments, ensuring a vibrant and sustainable resort and outdoor adventure recreation sector, which is so vital to many of our rural communities.

Winning the bid for the 2010 Olympic and Paralympic Winter Games has opened the door for new opportunities in hosting international sport. British Columbia is already lined up to host several major events including the 2007 World Youth Soccer Championships, the 2008 North American Indigenous Games, and the 2009 World Police and Fire Games. We must build on this momentum to solidify our growing reputation as one of the world's premier locations for hosting sport, to ensure these benefits will continue beyond 2010.

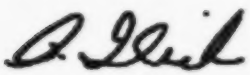
Critical to our sport hosting capacity are our province's volunteers. With 845,000 citizens filling 1.5 million volunteer positions, B.C. boasts a very strong volunteer force. Their contribution to British Columbians' quality of life and to our arts, culture and amateur sport sectors is immeasurable. It is this ministry's commitment to recognize and build the capacity of that force.

In 2006/07 - 2008/09, we will develop an arts, culture and heritage strategy to foster the growth of B.C.'s creative economy, celebrate our heritage and cultural diversity, and create stronger linkages to tourism. This includes exploring options to support the development of new infrastructure in sport, arts and culture. We will also work to ensure that our film production industry — the third-largest in North America — remains as strong and competitive as ever.

Our provincial forests draw more than 40 million visits each year. In coming years we will make targeted improvements to our recreational sites and trails to support tourism and improved health and fitness for all British Columbians. We will work with other ministries and agencies to support our government's ActNow BC initiative, so that British Columbians will lead the way in healthy living and physical activity, supporting government's goal of improving fitness levels by 20 per cent by 2010.

We will provide guidance and support to the seven Crown corporations and agencies that are accountable to our ministry, including the Royal BC Museum Corporation and Tourism BC.

The Ministry of Tourism, Sport and the Arts 2006/07 - 2008/09 Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of February 14, 2006 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.



Honourable Olga Ilich
Minister of Tourism, Sport and the Arts

February 14, 2006

106-02998/

Table of Contents

Ministry Overview 5
Purpose of Ministry 5
Vision, Mission and Values 6

Strategic Context 7

Core Business Areas 12

Resource Summary 14

Goals, Objectives, Strategies and Results 15
Overview 15
Ministry Goals 15
Linkage to the Five Great Goals 15
Cross Ministry Initiatives 16
Performance Plan 19
Ministry Performance Plan Summary 34

Related Initiatives and Planning Processes 35

Appendix 1 36

Ministry Overview

Purpose of the Ministry

The Ministry of Tourism, Sport and the Arts was created in June 2005, bringing together several program areas essential to the health of our economy and communities: tourism and resort development; sport, recreation and volunteers; arts, culture and heritage; and the BC Film Commission.

The ministry's mandate is to bring new leadership and focus to the tourism, sport and arts sectors in order to foster job creation, business development, dynamic communities, and healthy, active citizens. Specifically, the ministry is working to implement a comprehensive policy and program vision for doubling tourism revenues, fostering a creative economy, and improving the health, social and economic well-being of British Columbians, in a manner which is economically, socially, and environmentally sustainable.

The ministry accomplishes this important work through a number of programs, many of which are delivered through third parties. For example, heritage properties and forest recreation sites and trails are managed by private and not-for-profit organizations and communities. Some of the ministry's programs are delivered through regional service delivery centres such as Front Counter BC and the Tourism and Resort Development Office in Kamloops. Funding for some sport, arts and culture programs is provided through grants or contracts with third parties. Finally, the BC Film Commission provides direct production promotion and support to the film and television industry through its Vancouver office.

Seven Crown corporations and agencies are also directly accountable to the Minister, including the Royal BC Museum Corporation and Tourism BC. A complete list of all Crowns and agencies is included in Appendix 1.

Key legislation in the ministry's purview includes the *Heritage Conservation Act* and the *Tourism Act*. A more complete list is provided in Appendix 1.

Vision, Mission and Values

Vision

A province where citizens embrace participation, and celebrate and maximize the social and economic benefits from tourism, sport and the arts.

Mission

To build strong partnerships that will foster sustainable tourism, sport and arts sectors and creative vibrant communities where people want to live, visit and invest.

Values

The ministry is guided by the following values in conducting its work:

Collaboration: promoting team work, and building relationships and partnerships of mutual trust and confidence;

Integrity: communicating and behaving in ways that show respect, honesty and high ethical standards;

A Focus on Clients: providing high levels of service and responsiveness to ministry clients in a timely and effective manner;

Transparency and Accountability: providing effective and efficient delivery of services and implementing sound results-driven financial management; and

Innovation and Creativity: building a dynamic and innovative organization which encourages creativity and imagination.

Strategic Context

The Ministry of Tourism, Sport and the Arts is set to play a vital role in the future of the province. Its work fosters direct and indirect economic investment and growth, and an exceptional quality of life for British Columbians. One focal point will be the 2010 Olympic and Paralympic Winter Games. This event will unite British Columbians in a celebration of culture, diversity and excellence. The international exposure, coupled with the experience of hosting a large number of visitors from around the world, will support lasting enhancements to our tourism, recreation, sport and cultural sectors, creating a legacy for generations to come.

Core business areas, goals, and objectives are described in detail later in this document. The following section highlights key opportunities and challenges that will influence the ministry's work with the tourism, sport and arts sectors over the next three years.

Key Opportunities

The vision for tourism: In 2004, B.C.'s tourism industry generated $9.5 billion in revenues and contributed $5.0 billion to the provincial GDP, making tourism one of the largest resource industries in the province, ahead of forestry, mining, agriculture and fishing. Tourism is a huge employment creator, with more than 114,000 people employed in B.C.'s 18,000 tourism enterprises.[1]

The provincial government is encouraging growth in the sector, and enhancing benefits to all regions through a combination of strategies designed to improve competitiveness, enhance infrastructure and expand marketing. Significant progress has already been made in many vital areas:

- winning the bid to host the 2010 Olympic and Paralympic Winter Games in British Columbia;
- increased marketing investments with $25 million to Tourism British Columbia, and $25 million to municipal marketing initiatives through the Union of British Columbia Municipalities;
- provision of $12 million in one-time funding to the province's six tourism regions to enhance tourism infrastructure and marketing;
- commitment to investing $1.3 billion, over three years, to improve transportation infrastructure and provide greater access for both international and domestic visitors to the province;
- the creation of 71 Class A parks in May of 2004, creating a total of 827 provincial parks, protected areas or ecologic reserves in BC;

[1] BC Stats, 2005.

- development and marketing of Circle Routes to help travelers from near and far explore some of the province's spectacular scenery through a variety of regional destinations;
- the BC Resort Strategy, finalized in 2005, is enhancing BC's competitive edge in resort development;
- the labour force has been enhanced through the creation of two centres of leadership at Capilano College (Tourism) and Vancouver Community College (Hospitality);
- the ministry has worked with Aboriginal Tourism BC to develop the Aboriginal Tourism Blueprint Strategy; and
- investment in the enlargement of the Vancouver Convention and Exhibition Centre will enhance Vancouver's reputation as a world-class destination and event host.

> ***"The Internet enables us all to be travel agents. Consumers increasingly...want to know they're going to get a quality product before they've left the comfort of home."***
> **— Tessa Jowell, UK Secretary of State for Media, Sport and Culture**

The full impact of these investments will not be fully realized immediately, but they set the stage for continued leadership and broad partnerships with the aim to strengthen tourism growth in British Columbia.

Hosting international events: The lead-up to the 2010 Olympic and Paralympic Winter Games (hereafter, also referred to as the "2010 Games") gives British Columbia unparalleled opportunities for international exposure. As British Columbia prepares for 2010, the province successfully hosted the World Junior Hockey Championships in 2006 and will host the World Youth Soccer Championships in 2007, the North American Indigenous Games in 2008, the World Police and Fire Games in 2009, as well as numerous international Olympic test events, complemented by Cultural Olympiad events and festivals. The media coverage associated these events will help position British Columbia as an international tourist destination.

> ***"Sport tourism is about economic development — creating jobs and benefits for the whole community."***
> **— Hugh MacDonald, Executive Director, Sport Host Victoria**

Through strategic investments and partnerships, the ministry intends to use the 2010 Games as a catalyst to significantly accelerate growth in the tourism industry in general, and in specific sectors of the industry, such as cultural and sport tourism. Planning and preparing for major sport, arts and cultural events will create new opportunities for sustainable growth and investment in the sport, culture and volunteer sectors.

Tourism Trends: Sport and cultural tourism are fast-growing segments of the tourism sector. Sport tourism already is estimated to generate more than $360 million a year in British Columbia. Likewise, over 50 per cent of visitors to British Columbia have

been interested in cultural activities,[2] which generated revenues of more than $3 billion nationwide in 2003.[3] The World Tourism Organization estimates that cultural tourism will grow globally by an annual rate of 15 per cent through 2010. Agri-tourism is also growing in popularity and it includes: wine tourism, vacation farms, trail rides, u-pick fields and orchards, agricultural fairs and festivals, rodeos, historic farms, working-farm tours, roadside produce vendors, and other unique opportunities.

The ministry's integrated approach to tourism, sport and the arts will ensure that the province takes full advantage of these growing markets, with a particular focus on maximizing the social and economic benefits and increased international exposure leading up to, during, and beyond the 2010 Games.

Dynamic communities — Creative economies: Art, culture, heritage and sport make significant contributions to quality of life for British Columbians and help to sustain local, regional, and provincial economies. For example:

- The sport sector is estimated to generate more than $2 billion each year in British Columbia. Broad access to recreation and sport also contributes to individual health and fitness, which can lead to long-term savings to the health care system.[4]
- Arts, culture and heritage employ more than 78,000 people and contribute $4.2 billion annually to the economy.[5] Sales of British Columbian-published books are valued at an estimated $150 million annually.[6]
- British Columbia's television and film production industry generates $1.1 billion annually and boasts the third largest motion picture service production industry in North America. Almost 25,000 people are employed in the province's motion picture industry.[7] Last year the average value per project was $4.1 million, with a total of $801 million spent in British Columbia.[8]
- Recent research has revealed that 75 per cent of Canadians consider the arts and heritage essential to their quality of life, and that community quality of life is the second-most important factor people consider (after salaries) when choosing jobs.[9]

---

[2] Lee, J & Williams, P. for the Ministry for Small Business, Tourism and Culture and Tourism British Columbia, *Strategic Directions for Culture and Heritage Tourism in British Columbia (1999).*

[3] Canadian Tourism Commission.

[4] In 2001, the total economic costs of physical inactivity and obesity represented 2.6% and 2.2%, respectively, of Canada's total health care costs for a total of 4.8% (Katzmarzyk, PT, Janssen, I. *The Economic Costs of Physical Inactivity and Obesity in Canada*, Canadian Journal of Applied Physiology 2004; 29 (1) 90-115).

[5] Statistics Canada.

[6] The Association of Book Publishers of British Columbia website, (http://www.books.bc.ca/).

[7] InterVISTAS study Film and Television Industry Review, October 2005.

[8] See footnote 7.

[9] Decima 2002, *The Arts in Canada: Access and Availability* and KPMG quoted on June 5, 1998, *Attracting and Retaining High-Tech Workers.*

- Residents of British Columbia volunteered 142.6 million hours in 2000, or the equivalent of over 74,000 full-time jobs.[10] This pool of unpaid labour represents diverse talent, professional skills, and passion, and contributes to many areas of community interest.

These facts underline the strength — and the value — of British Columbia's growing creative economy, which not only enriches daily life but serves as a magnet for sustainable growth and investment. Traditionally, communities enhanced their opportunities for economic development by attracting companies which, in turn, attracted people. Increasingly, the reverse is also true. Communities that foster a vibrant quality of life attract talented, creative individuals who, in turn, attract companies and increased investment.

> ***"The advancement of arts and culture is not just for entertainment. A thorough understanding of our history, our culture, our Canadian identity, along with a robust creative community, are not fancy add-ons that you only pay for if you are wealthy. They are essential ingredients in building human tolerance, understanding and economically most important — creativity."***
> **— Martha Piper, University of British Columbia**

Asia-Pacific Ties: British Columbia's growing relationship with Asia-Pacific nations, and China's designation of Canada as an approved visitor destination, will create new opportunities for growth in tourism, as well as a range of other sectors. Tourism BC expects the number of visitors from the Asia-Pacific region to grow by 7.6 per cent in 2005 alone, the single largest increase expected from any source market. This would bring the number of Asia-Pacific visitors to B.C. to 924,000, generating more than $1 billion in new revenues.

Continued strategic investments in marketing will help B.C. attract an even larger number of visitors from the growing Asia-Pacific market in the years ahead. Likewise, investments that support the province's cultural diversity will also help make B.C. a more attractive destination for international visitors.

Key Challenges

Infrastructure: The infrastructure that supports sport, arts, culture, heritage, and outdoor recreation sites and trails is an important shared asset. Strategic partnerships to support management and investment at the local, regional, and provincial levels will help each of these sectors in achieving their full potential, supporting community vitality as well as tourism. The province's transportation infrastructure is also at capacity in some areas, and while the government is making progress with its Gateway strategy to open up the province, these improvements will take time.

Concerns about health and safety: British Columbia's tourism industry is vulnerable to public perceptions about health and safety risks. Although it has successfully rebounded following the outbreak of Sudden Acute Respiratory Syndrome (SARS), recent international

[10] Statistics Canada, *National Survey of Nonprofit and Voluntary Organizations*, (2000).

media coverage of avian flu illustrates the potentially dramatic impact such events can have on the province's global reputation. In this climate, it is essential for tourism marketing to emphasize that B.C. is a very safe place to visit.

Capacity of community partners: The ministry relies on the support of local governments, community groups, First Nations, and industry associations to protect archaeological sites and achieve many of its goals and objectives, in the areas of: heritage preservation and enhancement, stewardship of forest recreation sites and trails, and delivery of arts, culture, recreation, and sport initiatives. Supporting these partners to enhance their capacity is key to the ministry's ultimate success.

Volunteerism: Volunteers have been described as the social fabric of our communities. Without them, many festivals, events, recreation programs, local heritage attractions, and community-based social, health and educational endeavours would not be possible. Many government-funded services rely strongly on volunteers to work with people, assist with fundraising, and to sit on non-profit Boards of Directors. This important work occurs in every community in the province. It is important that government and local communities support and encourage the growth and sustainability of our voluntary sector. The needs and motives of volunteers are changing as British Columbia's demographic profile shifts and organizations need to adapt to these changes. Many communities will be working hard to enhance their capacity to recruit, train and retain volunteers in the next few years, when many unique international events and festivals will be held. This will be even more important during the lead-up to the 2010 Olympic and Paralympic Winter Games, when the need for volunteer support will be at its peak.

> ***"It is increasingly clear that today's volunteers are not content to simply staff the gift shop but — with donated time becoming a more and more precious commodity — [volunteers] want more of a say in how their skills are used and how the money raised is spent."***
> **— Max Wyman in The Defiant Imagination**

Sustainability: Continuing population growth is placing increased pressure for development of all kinds, especially in urban centres. The ministry may face challenges as it works with communities to ensure: that growth and development are balanced with sensitivity to environmental impacts; and that the province's heritage assets, forest recreation sites and trails, and archaeological resources are protected and managed in a sustainable way.

Conclusion

The ministry has set ambitious goals for the coming years and, faces significant challenges. However, with its integrated structure and strategic, cohesive approach to tourism, sport and the arts, it has enormous opportunities to build on B.C.'s assets and achievements. Specific strategies, targets, and performance measures are provided in the Performance Plan section of this document.

Core Business Areas

1. Arts, Culture and Heritage

The Arts, Culture and Heritage division is responsible for cultural and heritage policy and programs; for the administration and delivery of government programs under the *Arts Council Act and the Heritage Conservation Act*; and for the administration of the Olympic Arts Fund Special Account. The ministry supports the development of a sustainable arts and cultural sector and a creative economy. It also works to build awareness and implement policies to facilitate the protection, conservation, and rehabilitation of heritage sites, including pre- and post-European contact sites, for the benefit of present and future generations. This division has a budget of $26.7 million and 45 FTEs.

2. Sport, Recreation and Volunteers

The Sport, Recreation and Volunteers division supports the development of a sustainable recreation and sport system, which includes the BC Family of Games: BC Summer, BC Winter, BC Seniors, Northern BC Winter and BC Disability Games. It does this by facilitating quality opportunities to increase physical activity, participation, and excellence in sport; developing public policy; providing funding to recreation and sport organizations; and working with local organizing and bid committees to promote British Columbia as a domestic and international event host. This core business area has a budget of $15.1 million and 10 FTEs.

The ministry coordinates Government's involvement with organizations representing the voluntary sector and works in partnership with government and non-government organizations to develop, recognize, and build lasting capacity in this valuable labour force.

3. Tourism and Resort Development

This division provides for implementing the provincial plan and policies for sustainable development of tourism by: developing and implementing strategies to promote British Columbia and achieve significant increases in tourism; advancing product and sector development; issuing Crown land tenures for adventure tourism businesses and all-season resorts; supporting major development agreements; managing the provincial system of forest recreation sites and trails; working with industry, not-for-profits and other levels of government to enhance the business climate for tourism growth; and undertaking market and trend research. Tourism and Resort Development has a budget of $13.6 million and 75 Full Time Equivalents (FTEs).

4. British Columbia Film Commission

The BC Film Commission supports the promotion of British Columbia's locations and infrastructure for use by the world's film, television and commercial production industry. It also offers production and post-production support for film-making. The Commission has a budget of $1.4 million and 10 FTEs.

5. Transfers to Crown Corporations and Agencies

The ministry provides $143.9 million in transfers to four crown corporations and agencies.

- **Tourism BC** works to promote development and growth in the tourism industry, to increase revenues and employment throughout British Columbia, and to increase economic benefits for all British Columbians.
- **Royal BC Museum** is a Crown corporation, responsible for the protection and exhibition of provincial collections, including specimens, artifacts, archival records and other materials that illustrate the natural and human history of British Columbia.
- **The BC Pavilion Corporation** generates economic and community benefits through the prudent management of public facilities.
- **The Vancouver Convention Centre Expansion Project** is also funded through the ministry. A larger Vancouver Convention Centre will be a very important asset before, during and after the 2010 Olympic and Paralympic Winter Games.

Three other crown corporations and agencies are directly accountable to the Minister of Tourism, Sport and the Arts.

- **Provincial Capital Commission** assumes primary stewardship for assets of historical and cultural significance within the Capital Region.
- **British Columbia Arts Council** provides opportunities for British Columbians to participate in the arts by supporting arts and cultural organizations, and artists throughout the province.
- **BC Games Society** is responsible for support to the "BC Family of Games", which include the BC Summer and BC Winter Games, thus enabling the development of athletes, coaches, officials, and volunteers in preparation for larger scale competitions and events.

6. Executive and Support Services

This core business area has a budget of $3.0 million and 12 FTEs. It provides for the offices of the Minister and the Deputy Minister. The Ministry of Community Services (MCS) provides management services to the Ministry of Tourism, Sport and the Arts.

Resource Summary

Core Businesses	2005/06 Restated Estimates	2006/07 Estimates	2007/08 Plan	2008/09 Plan
Operating Expenses ($000)				
Arts, Culture and Heritage	23,762	26,723	26,673	26,673
Sport, Recreation and Volunteers	13,840	15,111	15,611	14,911
Tourism and Resort Development	7,972	13,613	13,257	13,257
British Columbia Film Commission	1,310	1,354	1,354	1,354
Transfers to Crown Corporations and Agencies	131,105	143,857	61,005	42,205
Executive and Support Services	2,998	3,037	3,037	3,037
Total	**180,987**	**203,695**	**120,937**	**101,437**
Full-time Equivalents (FTEs)				
Arts, Culture and Heritage	40	45	45	45
Sport, Recreation and Volunteers	6	10	10	10
Tourism and Resort Development	50	75	75	75
British Columbia Film Commission	7	10	10	10
Executive and Support Services	11	12	12	12
Total	**114**	**152**	**152**	**152**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Arts, Culture and Heritage	23	251	75	90
Tourism and Resort Development	1,335	1,414	1,656	1,769
British Columbia Film Commission	0	75	0	75
Executive and Support Services	50	50	50	50
Total	**1,408**	**1,790**	**1,781**	**1,984**

Goals, Objectives, Strategies and Results

Overview

Ministry Goals

1. **A tourism sector that delivers lasting regional economic and social benefits.**
2. **Vibrant and creative communities in which people have diverse opportunities to participate in recreation, sport, arts and culture.**
3. **Effective joint stewardship of British Columbia's outdoor recreational resources and heritage.**

Linkage to the Five Great Goals

Create the Most Jobs Per Capita in Canada

The ministry will play an instrumental role in creating jobs and economic prosperity, by working with partners to maximize opportunities and benefits related to hosting visitors, athletes, media, and others leading up to, and during, the 2010 Olympic and Paralympic Winter Games. The ministry will also work with key partners to develop and implement a long term, sustainable plan for growth in the tourism industry and to double tourism revenues by 2015. Specific activities include tourism stakeholder consultations in spring of 2006, ongoing implementation of the BC Resort Strategy that will promote new resort investments, and develop a cross ministry Charter for Tourism Growth. This will strengthen government partnerships in support of tourism and foster an environment that makes it easier for the business development, and expansion of resorts, adventure tourism, outdoor recreation, and the rest of the tourism sector.

The ministry is also working to enhance the creative economy by investing in culture, sport and heritage infrastructure and improving integration with a broader tourism strategy. It will also work with Aboriginal communities to support implementation of initiatives included in the Aboriginal Cultural Tourism Blueprint Strategy for BC. Participants in this strategy include the Ministry of Aboriginal Relations and Reconciliation, the Ministry of Economic Development, Aboriginal Tourism BC, Tourism BC, and other stakeholders.

Lead the World in Sustainable Environmental Management

The ministry supports sustainable environmental management through its integrated management of nature-based recreation and tourism, including heli-skiing, mountain biking, wildlife viewing, resorts and lodges. Future tourism strategies will be developed in cooperation with partners and other ministries to ensure the province's natural resources are managed in a way that recognizes the importance of integrating environmental, tourism

and recreation values. This will ensure that land and resource decision-making maximizes recreation and tourism opportunities, while ensuring sustainability over the long term.

The ministry fosters a shared commitment to the stewardship of British Columbia's heritage and archaeological sites through education, local capacity development, work with First Nations, regulation, and provision of accessible information via the Provincial Heritage Register. Encouraging preservation and revitalization of older buildings also supports efforts to ensure sustainability.

Lead the Way in Healthy Living and Physical Fitness

The ministry supports the government in leading the way in healthy living and physical fitness by facilitating British Columbians' access to and participation in sport, recreation, arts and cultural activities. The ministry also works in partnership with many other bodies to promote *physical literacy* (basic physical skills such as running, jumping and balance) that are critical to life-long physical activity. For example, it is working with the Ministry of Health on programs such as ActNow BC, to encourage active living and fitness for all ages. It is also working with the private sector and other levels of government to increase investments in sport and sport participation initiatives. Finally, the ministry also manages a system of recreation sites and trails across the province, supporting outdoor activity for British Columbians as well as visitors.

Make B.C. the Best Educated, Most Literate Jurisdiction

The ministry supports making B.C. the best educated, most literate jurisdiction in several ways. First, it encourages involvement in the arts, which has been shown to improve intellectual capacity, learning outcomes and creative thinking. All are important factors in developing the educated citizenry essential to a knowledge-based society. Second, it encourages involvement in sport and fitness activities, which support physical literacy and generate long term health and social benefits. Third, its work to preserve and promote heritage, cultural and archaeological sites, historical commemorations and celebrations, provides valuable learning opportunities for young and old alike.

Build the Best System of Support

The ministry's investments in infrastructure and initiatives support access to sport and recreation for seniors and people with special needs. Its support for the province's volunteer network will also help to foster strong systems of support.

Cross Ministry Initiatives

The ministry will be contributing to a number of important cross ministry initiatives, including work on Regulatory Reform, which is described later in this document.

A New Relationship with First Nations

The ministry, in conjunction with other agencies, will have a primary and an influential role in funding programs and services that support building stronger relationships with, and enhancing the well-being of Aboriginal people. This will involve working closely with the Ministry of Aboriginal Relations and Reconciliation. Specific initiatives include:

- supporting success of the North American Indigenous Games in British Columbia to showcase Aboriginal excellence in sport;
- leading the delivery of cultural programs and policies that will assist First Nations to reclaim and revitalize their arts and cultural heritage;
- Celebrating BC2008, which will commemorate the culture, heritage and history of First Nations;
- facilitating partnerships to support the implementation of an integrated Aboriginal Cultural Tourism Blueprint Strategy, with the Ministry of Aboriginal Relations and Reconciliation, the Ministry of Economic Development, Aboriginal Tourism BC, Tourism BC and other stakeholders;
- exploring the feasibility of establishing a National Aboriginal Gallery;
- supporting economic development opportunities for First Nations by facilitating access to Crown land and encouraging joint business ventures with tourism and resort developers and investors;
- supporting tourism sector initiatives such as the Wei-Wai-Kum Cruise Ship Terminal, which is being developed by the Campbell River Indian Band; The terminal will be designed with a First Nations Village theme, a first in North America; and
- meeting government's commitment to new relationships with First Nations through meaningful and respectful consultations regarding tourism and resort developments on Crown land.

Mountain Pine Beetle

The ministry will assist communities affected by Mountain Pine Beetle infestation to make the transition to a more diverse, creative economic base. This will be achieved through enhanced arts, cultural, heritage, sport and tourism opportunities, in collaboration with the Ministry of Economic Development and other partners. The ministry also works in collaboration with the Ministry of Forests and Range both to remove hazards to trees in forest recreation sites, and to reforest those sites impacted by Mountain Pine Beetle.

ActNow BC

ActNow BC combines cross-government and community-based approaches to address common chronic disease risk factors, through programs and initiatives that support healthier eating, physical activity, ending tobacco use, and promoting healthy choices during pregnancy. As a partner, the ministry will fund programs and services to increase levels of physical activity through:

- supporting the Active Communities program, which will enable increasing opportunities for people to be active in their communities;
- funding the Aboriginal Sport Excellence and Aboriginal Youth FIRST programs to teach sport, recreation, and nutrition skills to Aboriginal youth in Vancouver's Downtown Eastside and rural areas;
- entering and supporting the Sport Participation bilateral agreement with the federal government, which provides targeted funding to increase participation in sport for children, youth, seniors, and disabled persons; and
- supporting the SportSafe program, to create a safer environment for sport and recreation participation.

2010 Olympic and Paralympic Winter Games

The ministry is supporting the 2010 Olympic and Paralympic Winter Games in a variety of ways, including enhancing B.C.'s sport system, developing and implementing tourism strategies, and showcasing B.C.'s arts, culture, and heritage to the world. These programs will not only contribute to the success of the Games but will also have broader, longer term benefits. The ministry will partner in programs and services that enhance sport infrastructure, tourism strategies, and sustainable arts and culture initiatives. These include:

- developing and implementing Hosting the World Tourism initiatives;
- developing and implementing a Sport and Physical Activity Strategy;
- ensuring Crown agencies work collaboratively with government to achieve B.C.'s Olympic goals; and
- working with industry and government to develop a long term, sustainable plan for industry to double tourism by 2015, and leveraging opportunities related to the 2010 Games.

Performance Plan

The following plan includes goals, objectives, key strategies, performance measures, and targets. It is designed to show what the ministry is planning to accomplish, how it will move toward those outcomes, and how it will measure progress.

Goal 1: *A tourism sector that delivers lasting regional economic and social benefits.*

Success in working with the tourism sector to double tourism revenues will depend on a number of important pieces of work. Federal, provincial and local governments need to align efforts with industry and other stakeholder groups to ensure that British Columbia is highly competitive as a preferred destination for tourists, cruise ships, world sporting events, conferences, and other activities. It will also be important to ensure that there are many exciting things for visitors to see and do. Much of the ministry's work is targeted toward attracting and cultivating investments in new products, services, and infrastructure that support tourism. Successful growth in this sector will require a shared vision and focus, along with strong collaboration and commitment.

The following objectives and strategies show how the ministry will work with partners to achieve lasting regional and provincial economic and social benefits from tourism.

Objective 1.1: *Strategic and collaborative relationships to support tourism growth.*

The Spirit of 2010 Tourism Strategy establishes Government's commitment to the future of tourism in British Columbia. While much progress has already been made, there is still much more that can be accomplished. The next phase of work will bring government and industry together to build a shared vision, commitment, and cooperation to promote growth in the tourism sector.

The tourism sector itself is a collection of diverse and distinct industries. To fully realize the benefits of industry growth and development leading up to, and beyond the 2010 Games, the ministry will be leading efforts to strengthen linkages within the tourism sector. It will also be working to enhance the relationship between government and the tourism sector, including community stakeholders, other levels of government, First Nations and Aboriginal organizations. Stakeholder consultations will be held to explore how industry and its many partners can work together to leverage opportunities that will strengthen tourism. This work will enable development of a long term strategy for increasing tourism, and a framework for assessing progress.

Government's support for tourism sector growth will also be enhanced through a cross ministry Charter for Tourism Growth, which will be developed in the spring of 2006. Implementation of this charter during the 2006/07 year will help to ensure that government's relevant programs and policies are coordinated and supportive of tourism

growth. The Charter will provide a vehicle for reducing or removing impediments to tourism business expansion and diversification across British Columbia.

These important pieces of work will enable stronger partnerships in support of tourism when opportunities arise. The Province's partnership, via Western Economic Partnership Agreements, with both the Government of Canada and local governments, is one example of collaboration and leveraged support for critical tourism market development, infrastructure, and other initiatives. This partnership has supported initiatives such as the expansion of the Vancouver Convention and Exhibition Centre, and the new cruise ship terminals in Prince Rupert and Campbell River.

Core Business Areas: *Tourism and Resort Development.*

Strategies:

- Work with industry, communities, and other provincial and federal agencies, on the development and implementation of a framework for tourism growth and indicators of progress.
- Lead implementation of a cross ministry Charter for Tourism Growth. This will provide a framework for Government's commitment to strengthening tourism, incorporating tourism impacts into decision-making, and reducing impediments to tourism business expansion and diversification.
- Advance partnerships with local and federal governments, industry, First Nations, and others, such as Cruise BC and Conventions BC, to enhance tourism opportunities.

Performance Measures and Targets:

New outcome measures for assessing growth in the tourism sector: Tourism stakeholder consultations will lead to the development of a plan for strategic growth of tourism in British Columbia. This work will also inform the development of performance measures in relation to the specific areas of tourism sector growth.

Performance Targets:

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
New outcome measures for assessing growth in the tourism sector[1]	• Tourism consultations in spring 2006 will inform development of measures	• Measure to be developed and baseline established	• Monitor and improve	• Monitor and improve

[1] This is a new measure, not included in the 2005/06 Service Plan Update.

Objective 1.2: *Expanded exposure and appeal as a quality world-class destination, through progressive market and product development.*

To be a destination of choice, businesses must be able to offer experiences and opportunities that capture the hearts, minds, and spirits of all who visit British Columbia. In collaboration with other ministries, service delivery crowns, and the tourism sector, the ministry will identify and develop emerging and growth products that draw tourists to every region of the province. The development of new local attractions and experiences is an important driver as B.C. gains exposure and starts to capitalize on the 2010 Games. Once market-ready, these products will be promoted by industry associations and destination marketing organizations such as Tourism BC. Agri-tourism is one tourism market that is growing. For example, there are 67 wineries and more than 40 tourism operators who are tapping into an emerging wine tourism market.

It is important to increase the number of tourism businesses in British Columbia and the number of people employed in those businesses, in addition to enhancing opportunities for high-yield tourism. The ministry will focus on growing these high-yield tourism sectors, such as all seasons resorts, the cruise industry, meetings and conventions.

The ministry identifies and responds to significant land-based business opportunities, and works closely with other ministries, agencies, local governments, First Nations, resort operators, and new investors to facilitate the expansion of the B.C. tourism and resort sectors. Currently B.C.'s 700-plus resorts and lodges employ 26,000 people, and contribute $178 million to federal, provincial, and local tax revenues each year.[11]

The ministry's All Seasons Resorts Office, based in Kamloops, administers the existing portfolio of major resorts on Crown land, and reviews and approves expansions and new resort proposals. The office is also leading the implementation of the BC Resort Strategy Action Plan, including a new resort approval process that will harmonize provincial and local government review processes. This integrated tourism and resort policy framework will encourage commercial and nature-based investment by enhancing tenure security and business certainty.

Core Business Areas: *Tourism and Resort Development.*

Strategies:

- Develop capacity within the ministry and protocols with other agencies to better research and assess the economic, environmental, and community impacts of emerging and expanding tourism sectors.
- Promote or lead development of new or emerging tourism product opportunities and markets, and assist new tourism products to reach market readiness.[12]

[11] November 2004, BC Resort Strategy and Action Plan.

[12] Also see Objective 2.2 for arts, culture, heritage and sport strategies in support of this work.

- Facilitate access to Crown land resources through licensing and tenure, and continue implementation of a policy framework and enhancement of resources for a modern, integrated, all season resort, adventure tourism and outdoor recreation program.[13]
- Lead implementation of the BC Resort Strategy and Action Plan. This work will see the completion of ongoing key initiatives, as well as the identification of new and emerging strategies that will promote new investments in the resort industry.
- Promote local partnerships to develop and promote outdoor recreation infrastructure opportunities, such as enhancements to forest recreation campsites and trail networks.

Performance Measures and Targets:

Dollar amount of new capital investment (All Seasons Resorts and Adventure Tourism): This measure captures the new capital investments generated by applications for the development and expansion of all season resorts such as Whistler and 44 other alpine resorts. These economic investments will occur over the life of the projects. There are also 770 existing adventure tourism enterprises and many new applications each year. These investments are enhanced by providing tenure security, streamlined processes, and pricing incentives. New investments have resulted in 3,900 permanent jobs and 10,600 construction jobs since 2004.

Approvals of resort developments: These agreements are an important indicator of progress because they enable the Province to work closely with resort operators to achieve the full development potential of new and existing resorts.

- **New Master Development Agreements** are long term major resort development agreements, which provide for phased development over time where the Crown has an ongoing interest, to ensure the resort is developed in accordance with the approved Resort Master Plan.
- **New Other Resort Development Agreements** include fee simple land sales and/or development permits.

[13] Initiatives already implemented include: completion of new Master Development Agreement template providing greater tenure security and business security and modernizing the Commercial Alpine Ski Policy to reflect all-seasons activities.

Performance Targets:

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Dollar amount of new capital investment (All Seasons Resorts and Adventure Tourism)[1]	$4.5 billion capital value of new applications[2]	50% annual increase in value of applications	50% annual increase in value of applications	50% annual increase in value of applications
Approvals of resort developments:				
• New Master Development Agreements	2 new	2 new	2 new	To be determined
• New Other Resort Development Agreements	3 new	5 new	6 new	

[1] This measure has been revised from the 2005/06 Service Plan Update as a more appropriate indicator of BC's competitiveness in attracting investments.

[2] Projects that are currently under review include: Saddle Mountain Resort Development, Summerland Golf Course, Mount Baldy, Brohm Ridge, Garibaldi Resort, Juliet Creek, Jervis Inlet, Vintage Landing, Cayoosh, and Jumbo Glacier Ski Resort.

Objective 1.3: *Tourism, sport, arts, culture and heritage sectors fully leverage the opportunities presented by the 2010 Olympic and Paralympic Winter Games.*

The 2010 Olympic and Paralympic Winter Games present an unparalleled opportunity to generate lasting social and economic benefits for British Columbians. The ministry will help lead the way to ensure that industry, government, and communities take full advantage of every opportunity.

These opportunities include: successfully showcasing the province to the world; increasing visitation and business before, during and after 2010; ensuring positive visitor experiences; and ensuring that sporting events are complemented by an array of arts, culture, heritage and recreational opportunities. These will create long-lasting memories for visitors, encouraging repeat and word-of-mouth visits.

Core Business Areas: *Tourism and Resort Development; Sport, Recreation and Volunteers; Arts, Culture and Heritage.*

Strategies:

- Ensure that the tourism growth strategy includes 2010 Games-specific strategies.
- Ensure that sport, arts and culture, heritage and volunteer stakeholder summits include planning for 2010 Games.

- Develop Hosting the World initiatives to enhance and broaden the economic impact of hosting the 2010 Games in the tourism, arts, culture and sport sectors.

Performance Measures and Targets:

Percentage of ministry-led sector planning processes that include a 2010 Games focus: This measure is for industry, sectoral stakeholders, and government to assess preparation to succeed in leveraging 2010 opportunities. In spring of 2006, stakeholder summits will be held with each sector. It will be important that all of these summits and the resulting plans include strategies to ensure that these sectors are prepared to support and leverage opportunities related to the 2010 Games.

Performance Targets:

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of ministry-led sector planning processes that include a 2010 Games focus[1]	New plans not yet complete	100% of stakeholder summits and resulting plans include 2010 strategies	100% of new or revised plans include 2010 strategies	100% of new or revised plans include 2010 strategies

[1] Planning processes to include: tourism, sport and recreation, arts and culture, heritage, and volunteer sectors. This is a new measure.

Goal 2: *Vibrant and creative communities in which people have diverse opportunities to participate in recreation, sport, arts and culture.*

The ministry will work with a vast array of stakeholders to ensure that recreation, culture, heritage, and film sectors make strong contributions to the well-being of British Columbians and the economy. The ministry will accomplish this through capacity-building; enhancing the health, social and economic contributions of each sector; increasing participation in physical activity and enhancing sport excellence; and by building the capacity of B.C.'s important network of volunteers.

Supporting capacity in the volunteer sector represents a new mandate for the ministry. This will be an important component in enabling the sport, arts, culture and heritage sectors to develop. It will also be an important focus of activity in preparation for the 2010 Games and other major events that depend on a strong volunteer base.

Objective 2.1: *Dynamic and sustainable sport, arts, culture and heritage sectors.*

Capacity and sustainability in the recreation, arts, culture and heritage sectors are important precursors for ensuring positive health, social, and economic impacts for people and communities. Investments in infrastructure and organizational capacity enable organizations

to maintain and enhance the many programs, products, and services that add value to our communities. Provincial contributions frequently lever additional resources from other governments, private donors, and the sale of products and services.

Core Business Areas: ***Arts, Culture and Heritage; Sport, Recreation and Volunteers; and the BC Film Commission.***

Strategies:

- Support innovative partnerships that enable the development of new recreation, sport, arts and culture infrastructure and initiatives to support sustainability in these sectors. Work will include feasibility research for the development of new potential initiatives: an Asia-Pacific Museum of Trade and Culture, a Women's History Exhibition and Treasury, and a National Aboriginal Art Gallery.[14]
- Provide policy, program and funding support to arts and culture programs, and continue the administration of the BC Arts Council and the Olympic Arts Fund. Target and enhance investments in initiatives that foster regional arts and cultural vitality, and Aboriginal cultural identity and pride.
- Sustain and increase the production capability and creative talent base of the arts and visual media industries.
- Lead local and provincial efforts to commemorate British Columbia's sesquicentennial (150th) anniversary in 2008, to build increased appreciation of the province's history and heritage, and enhance community pride.

Performance Measures and Targets:

Self-generated revenue as a percentage of total budget in key arts and cultural organizations: This measure is intended as an indicator of the health of the sector. It is a new measure, reflecting private and public support for arts and culture programs and products. It also reflects the degree to which government investments are leveraged. The indicator will be based on financial reports of 25 key arts and cultural organizations.

Performance Targets

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Self-generated revenue as a percentage of total budget in key arts and cultural organizations[1]	Not Available	Establish Baseline	Improve	Improve

[1] This is a new measure.

[14] See also Objective 2.3 for strategies to enhance community access to recreation and sport opportunities.

Objective 2.2: ***An integrated and accessible range of sport, arts, culture, and heritage products, events, festivals, and destinations with strengthened contributions to the provincial economy.***

This objective is intended to support Goal 2 in a number of ways. First, it recognizes the individual and social benefits from participation in sport, recreation, arts, culture and heritage, for all community members. Arts, culture, heritage, recreation and sport bring people together, enriching their lives and cultivating a sense of community. These important sectors foster creativity, innovation, social awareness, cultural understanding, and also contribute to personal health and well-being. This work will emphasize the need for a diverse yet integrated range of events, experiences, festivals, and other products (such as publications, performances, fairs, galleries, and demonstrations).

This objective also emphasizes the importance of economic contributions from arts, culture, heritage, and sport by:

1. Fostering dynamic and creative communities that boast a high quality of life, and are preferred places to live. This is an important competitive advantage for cities.[15]
2. Supporting a creative, knowledge-based economy through job creation, investment opportunities, and leveraged partnerships.
3. Creating strong linkages to tourism markets and integration with long-term tourism planning.

Supporting the growth of a creative economy is a long-term endeavour. The ministry will work with industry to support the development of sustainable art, cultural, and sport products. Cultural and sport tourism are growing markets, and travelers tend to use more commercial accommodation than other types of tourists. These products, events and festivals can make strong and lasting contributions to local economies.

This objective will also be supported by marketing and promoting the province's advantages and opportunities as a world-class motion picture production centre. British Columbia can continue to hold its standing as the third largest film and television production industry in North America by remaining competitive. This is achieved by: providing outstanding production support services, promoting the economic contributions of the motion picture industry in British Columbia, and responding to important trends in this fast-evolving business.

[15] Piper, Martha, The New Creative Economy: Vancouver's Competitive Advantage, Speech to the Vancouver Board of Trade, September 23, 2003.

Core Business Areas: ***Sport, Recreation and Volunteers; Arts, Culture and Heritage; and the BC Film Commission.***

Strategies:

- Maintain B.C.'s competitive position by providing quality services to the film production industry and marketing British Columbia abroad as an affordable, welcoming, business-friendly film production location.
- Develop Hosting the World initiatives to enhance and broaden the economic impact of hosting the 2010 Games in the tourism, culture, heritage, and sport sectors through the development and refreshment of products, experiences and events.
- In consultation with key stakeholders, develop a long-range arts, culture, and heritage strategy focused on strengthening community pride and vitality, linking to expanded tourism opportunities, and supporting a sustainable creative economy.
- Facilitate partnerships to support the implementation of an integrated Aboriginal Cultural Tourism Blueprint Strategy for BC, with Aboriginal Tourism BC, the Ministry of Aboriginal Reconciliation and Relationships, the Ministry of Economic Development, Tourism BC and other stakeholders.
- Support communities in attracting and hosting major sport and cultural events and support the development of regionally-based cultural organizations, festivals, and initiatives.[16]
- Continue to build capacity of historic towns, districts, and sites to contribute to a strong economy.

Performance Measures and Targets:

Ratio of incremental tax revenue to investment for major sport and cultural events: This measure is an indication of the degree to which government investments in major sport and cultural events are leveraged by contributions from the private sector, other funders, and event revenues. Direct provincial tax revenue generated by the event is calculated based on post-event economic impact analyses.

Arts, Culture and Heritage Strategy: The development of an Arts, Culture and Heritage Strategy will enable Government to work with each sector and other partners to set priorities for strengthening and sustaining arts, culture and heritage in British Columbia.

[16] This work is achieved through funding to the BC Arts Council.

Performance Targets:

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Ratio of incremental tax revenue to investment for major sport events[1]	Not Available	3:1	4:1	4:1
Arts, Culture and Heritage Strategy[1]	Summit complete	Complete development of Strategy	Implement approved recommendations	Continued implementation and progress assessed

[1] This is a new measure.

Objective 2.3: *A physically active population where citizens have diverse opportunities to participate and excel in recreation and sport.*

The ministry will continue to facilitate broad community and individual participation in sport and physical activity, and to support the ethical pursuit of sport excellence. In addition to physical and social benefits, this work will also contribute to the sustainability of the health care system, since health-related costs incurred as a result of physical inactivity in B.C. are estimated at $573 million each year. The ministry works with stakeholders and partners to promote physical activity, healthy lifestyles, and life-long health and wellness. It is also developing an overall provincial Sport and Physical Activity Strategy that identifies opportunities and better focuses existing resources to:

- reach and "activate" inactive target populations;
- renew the province's recreation and sport infrastructure base;
- enhance support to winter Olympic and Paralympic sports; and
- strengthen and support the capacity of provincial sport organizations to provide services to communities.

The 2010 Games provide an exceptional opportunity to improve and promote sport excellence, supporting sustained, ethical international podium performances during and beyond 2010. The 2010 Games will also drive enhancements to sport infrastructure, sport event hosting, and sport participation initiatives.

Core Business Areas: *Sport, Recreation and Volunteers.*

Strategies:

- Support the implementation of ActNow BC, a cross-government initiative to promote and support healthy lifestyles, and other initiatives that encourage active living and physical activity for all ages.
- Develop and implement a coordinated provincial Sport and Physical Activity Strategy to support accessibility in recreation and sport, give enhanced support to winter Olympic

and Paralympic sports, and improve capacity in provincial sport organizations and athletic podium performance.[17]

- Work with the Ministry of Education and other partners to foster exposure to recreation and sport for children and youth, including: BC School Sports, the Premier's Sport Awards, Action Schools BC!, and Sport Participation school programs.
- Support Aboriginal sport participation and excellence by funding Aboriginal Youth FIRST's Aboriginal Excellence programs in Vancouver's Downtown Eastside and rural communities, and contributing to a multilateral funding agreement to host the 2008 North American Indigenous Games in the Cowichan Valley.

Performance Measures and Targets:

Percentage of British Columbians who are physically active enough to derive health benefits: This is an important indicator of participation and a critical contributor to personal fitness and health. It is measured by surveying people over the age of 12 to find out whether or not they engage in 30 minutes of moderate exercise at least four days each week. The biannual Canadian Community Health Survey is conducted during odd years. The targets below have been set based on Government's goal of raising the percentage of people who are physically active, from 58 per cent in 2003 to 69.6 per cent by 2010.[18] There is a shared responsibility for achieving this outcome amongst a number of different ministries.

Percentage of nationally-carded athletes training in the province: The number of national athletes training in British Columbia is an indicator of the strength of British Columbia's sport development, training system, and infrastructure in attracting national high performance athletes and increasing the likelihood of sustained international success.

Performance Targets:

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of British Columbians who are physically active enough to derive health benefits	58%[1]	N/A (measured biannually)	63%[2]	N/A (measured biannually)
Percentage of nationally-carded athletes training in the province[3]	19%	21%	22%	22%

[1] Based on the Canadian Community Health Survey 2005 report on 2003 survey.
[2] Based on the Canadian Community Health Survey 2007 report on 2005 survey.
[3] For comparison, B.C. accounts for 13 per cent of the Canadian population.

[17] This strategy will also be supported through the renewal of recreation and sport infrastructure — see Objective 2.1, and through Hosting the World investments under Objective 2.2.

[18] The Federal/Provincial/Territorial Sport Ministers have set a target to increase Canada's physical activity levels by 10 per cent by 2010. British Columbia has increased that target and will work towards increasing the proportion of the population that is physically active by 20 per cent by 2010.

Objective 2.4: *Citizens are supported in contributing to the well-being of their communities through volunteerism.*

The ministry will be developing a plan to recognize, support and build volunteerism in communities as British Columbia prepares to host more than 15 world sport, arts, and cultural events and activities. Such events call upon our dedicated volunteers to help welcome the world to B.C., but they also provide opportunity to develop community volunteer capacity. A strong and vital volunteer force is one of the important legacies that result from hosting major events and festivals. An engaged network of volunteers can make lasting contributions in the arts, culture, heritage, sport, recreation, parks, environment, social and health services, community agencies (such as boards of directors), and in many other spheres.

During the next decade, there are many events which will depend on large numbers of volunteers:[19]

- North American Indigenous Games in 2008: 4,500 – 5,000 volunteers;
- 2009 World Police/Fire Games: 4,000 volunteers;
- 2010 Olympic and Paralympic Winter Games: 25,000 volunteers; and
- Annual Vancouver International Jazz Festival: 1,000 volunteers.

There will also be an ongoing need for volunteer support for numerous other events, festivals and competitions across the province such as international Olympic test events and British Columbia's Sesquicentennial Anniversary celebrations in 2008.

Core Business Areas: *Sport, Recreation and Volunteers.*

Strategies:

- Coordinate Government's involvement with organizations representing the volunteer sector and consult with volunteer stakeholders on the sector's capacity and needs, to inform the development of a volunteer sector capacity strategy.
- Support volunteer leadership and initiatives to build sustainable capacity in the volunteer sector and to recognize the valuable and important contributions of volunteers.
- Lever the many large-scale sport and cultural events being hosted in British Columbia, including numerous international Olympic test events, to engage communities in developing their volunteer capacity leading up to, and after, the 2010 Games.

A performance measure for the ministry's work on volunteer sector capacity has not yet been developed.

[19] Sources: VANOC website, Winnipeg 2002 website, Quebec City 2005 website and the Vancouver Folk Festival website.

Goal 3: *Effective joint stewardship of British Columbia's outdoor recreational resources and heritage.*

The ministry's work to enhance economic and social sustainability through tourism, sport and the arts also requires responsible stewardship of the province's recreational resources, heritage places and buildings, and archaeological sites. This is accomplished in two ways. The first is through enhanced appreciation and commitment to sustainability and stewardship by private and public partners, local governments, First Nations, and the community at large. The second is through implementing policies and strategies that protect and maintain B.C.'s unique resources. These activities help to ensure a balance between protecting sensitive assets and enabling responsible development.

Objective 3.1: *Shared commitment to effective stewardship that enables the protection and management of British Columbia's heritage assets and tourism-related resources in a balanced and sustainable way.*

This objective is based on the premise that sustainability is a shared responsibility. Local governments, community organizations, and industry all play a role in protecting the environment. The ministry contributes to natural resource stewardship by working with other ministries and partners to ensure that environmental and social values are fully considered when making resource management decisions for tourism, resort, and recreation development opportunities.

Sustainability of British Columbia's historical assets is also important. Since the province's heritage assets are managed by communities themselves, the ministry works to build capacity for, and commitment to, sustaining these valued resources through local governments and community organizations. This work supports the preservation and enjoyment of the province's unique historic places including buildings, structures, districts, and heritage towns such as Nelson and Victoria. This work also enables the protection of thousands of archaeological sites across the province. The archaeological site inventory includes records for about 30,000 sites. With human evidence dating back over 12,000 years, British Columbia has one of the most diverse and complex archaeological histories in Canada. Awareness and conservation of B.C.'s unique archaeological sites and many historical places promotes community stability, revitalization, involvement and pride.

Core Business Areas: *Tourism and Resort Development; Arts, Culture and Heritage.*

Strategies:

- Work with partners to develop and promote tourism sector management best practices, including completion of the Provincial Wildlife Guidelines for nature-based tourism.
- Apply sustainable environmental practices and procedures when approving adventure and nature-based tourism, recreation and resort development projects (with the Ministry of Environment).

- Develop provincial policies and procedures that will ensure tourism and recreation interests are reflected in land and resource planning initiatives (e.g., where high user recreation or other activities are negatively affecting the recreation and tourism experience).
- Continue to regulate the conservation of archaeology sites and ensure that impacts are minimized while enabling economic activities to continue, and work with local governments to enhance awareness of, and involvement in, archaeological protection.[20]
- Continue to provide funding and support to build long-term local capacity, and commitment to the effective stewardship of historic places.
- Partner with other levels of government to foster heritage building rehabilitation and heritage district revitalization as a major contribution to urban sustainability.

Performance Measures and Targets:

Number of local governments committed to the stewardship of community heritage: The ministry will be developing this new measure by creating an index of local government stewardship. The index will assess local government involvement in heritage protection based on the implementation of Official Community Plan heritage policies, community heritage registers, community heritage commissions, and heritage advisory and incentive programs. This measure signals the extent that the ministry is successful in engaging local governments in the stewardship of historic places.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Number of local governments committed to the stewardship of community heritage[1]	Not available (new measure)	Establish a Baseline	Improve	Improve

[1] This is a new measure.

Objective 3.2: *Effectively maintain British Columbia's historic places and recreation sites and trails.*

To encourage a sustainable, community-based system of heritage conservation, the ministry has devolved the management of 29 provincial heritage properties to community partners. Thirteen of these properties provide programs for the public and will have been successfully devolved to community-based groups by the end of 2005/06. Although provincial heritage sites have been devolved, the Province continues to own the sites and artifacts on behalf of all British Columbians, and has a responsibility to ensure these built heritage assets and infrastructure are satisfactorily maintained.

[20] The key sectors which impact archaeology are forestry, oil and gas exploration, mining and private development.

The ministry also has a mandate to ensure the protection of forest recreation sites and trails on Crown land. There are a total of 1,240 recreation sites and 575 recreation trails which are valued resources, enjoyed by many British Columbians, as well as tourists.

Strategies:

- In partnership with recreation groups, community organizations, First Nations, forest companies, regional districts and others, effectively manage and maintain the provincial system of forest recreation sites and trails.
- Promote and support effective stewardship and sustainability of provincial heritage properties.
- Perform annual inspections to ensure that community partners are successfully carrying out the preservation and management of provincial heritage properties, according to established standards.

Performance Measures and Targets:

Number of recreation sites receiving regular maintenance: This measure reflects the degree of ministry success in working with partners to ensure the maintenance of forest recreation parks. Routine maintenance consists of an annual inspection and servicing. When sites are maintained to adequate standards, visitors have safe and positive experiences and valuable provincial assets are protected.

Performance Measures	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Number of recreation sites receiving regular maintenance[1]	620 sites[2]	930 sites An increase of 50%	1,178 sites An increase of 90% from 2005/06	1,178 sites

[1] This is a new measure.

[2] There are 1,240 recreation sites in total.

Ministry Performance Plan Summary

Links to the Five Great Goals

Goal 5: Create the Most Jobs Per Capita in Canada
Goal 4: Lead the World in Sustainable Environmental Management
Goal 2: Lead the Way in Healthy Living and Physical Fitness

Ministry Mission
To build strong partnerships that will foster sustainable tourism, sport and arts sectors and creative vibrant communities where people want to live, visit and invest.

Ministry Goals	Ministry Objectives	Performance Measures
1. A tourism sector that delivers lasting regional economic and social benefits.	1.1 Strategic and collaborative relationships to support tourism growth.	New outcome measures for assessing growth in the tourism sector.
	1.2 Expanded exposure and appeal as a quality world-class destination, through progressive market and product development.	Dollar amount of new capital investment (All Seasons Resorts and Commercial Recreation). Approvals of resort developments.
	1.3 Tourism, sport, arts, culture and heritage sectors fully leverage the opportunities presented by the 2010 Olympic and Paralympic Winter Games.	Percentage of ministry-led sector planning processes that include a 2010 Games focus.
2. Vibrant and creative communities in which people have diverse opportunities to participate in recreation, sport, arts and culture.	2.1 Dynamic and sustainable sport, arts, culture and heritage sectors.	Self-generated revenue as a percentage of total budget in key arts and cultural organizations.
	2.2 An integrated and accessible range of sport, arts, culture and heritage products, events, festivals, and destinations with strengthened contributions to the provincial economy.	Ratio of incremental tax revenue to investment for major sport events. Arts, Culture and Heritage Strategy.
	2.3 A physically active population where citizens have diverse opportunities to participate and excel in recreation and sport.	Percentage of British Columbians who are physically active enough to derive health benefits. Percentage of nationally-carded athletes training in the province.
	2.4 Citizens are supported in contributing to the well-being of their communities through volunteerism.	
3. Effective joint stewardship of British Columbia's outdoor recreational resources and heritage.	3.1 Shared commitment to effective stewardship that enables the protection and management of British Columbia's heritage assets and tourism-related resources in a balanced and sustainable way.	Number of local governments committed to the stewardship of community heritage.
	3.2 Effectively maintain British Columbia's historic places and recreation sites and trails.	Number of recreation sites receiving regular maintenance.

Related Initiatives and Planning Processes

Regulatory Reform

The Ministry of Tourism, Sport and the Arts works in an on-going way to identify current policies and processes that are seen as hindering business sustainability or growth, as well as legislative barriers to the range of tourism industries, other businesses, and the motion picture production industry. It is also committed to maintaining a zero net increase in regulations.

Key Initiatives in the 2006/07 year:

- Implementation of a policy and regulatory framework for a modern, integrated, all-season resort, adventure tourism, and outdoor recreation program.
- Implementing a number of key initiatives under the BC Resort Strategy and Action Plan that will promote new investments by removing obstacles and barriers to resort development.
- Reviewing and updating the *Motor Vehicle (All Terrain) Act*.
- Implementation of the Charter for Tourism Growth, a cross ministry agreement and framework for ensuring that Government's programs and policies are coordinated and supportive of tourism. One important outcome will be a framework for ministries to work together to resolve impediments to tourism business diversification.
- A number of requirements for the management of heritage sites are either defunct or being phased out as a result of the heritage site devolution initiative. The final phase of this work will occur in the 2006/07 year.

Overview of Information Resource Management Plan

An overview of the ministry's Information Resource Management Plan can be found at: http://www.tsa.gov.bc.ca/ministry/planning/irmp.pdf.

Citizen-Centred Service Delivery

In support of the Governments' Citizen-Centred Service Delivery Front Counter BC initiative, the Ministry of Tourism, Sport and the Arts is working directly with the Integrated Land Management Bureau to support that agency's delivery of "single point of contact" services in a number of regional centres, for a number of natural resource ministries and agencies.

The Ministry of Tourism, Sport and the Arts' clients will be able to seek information and make application for the use of crown land for a wide range of commercial recreation activities through the Bureau. Clients for large scale projects, such as all-season resort developments and accompanying Master Development Agreements, will continue to be referred to the Tourism Resort Development Office in Kamloops.

Appendix 1

Major Agencies, Boards and Commissions

BC Arts Council

BC Games Society

BC Pavilion Corporation

Provincial Capital Commission

Royal BC Museum Corporation

Tourism BC

Vancouver Convention Centre Expansion Project

Major Legislation

BC Arts Council

Capital Commission (Act insofar as it relates to the portfolio of the minister)

Heritage Conservation (ss. 24 – 31, insofar as they relate to the portfolio of the minister)

Hotel Guest Registration

Hotel Keepers

Hunting and Fishing Heritage

Museum

Motor Vehicle (All Terrain)

Recreational Facility

Tourism

Tourism British Columbia

Vancouver Tourism Levy Enabling